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Air Force Accounting and Finance Center

40 years of excellence

1951 – 1991

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DEDICATION

TO THE MEN AND WOMEN OF THE AIR FORCE

ACCOUNTING AND FINANCE CENTER FOR 40 YEARS

OF DEDICATION TO EXCELLENCE . . .

EXCELLENCE IN SPIRIT . . .

EXCELLENCE IN ACTION . . .

EXCELLENCE IN SERVICE . . .

TO THE MEMBERS OF THE UNITED STATES AIR FORCE.

YOU HAVE FOUGHT THE GOOD FIGHT . . .

YOU HAVE SERVED WITH HONOR . . .

YOU HAVE EARNED THE TRUST.

COMMANDERS

Major General John R. Gilchrist
August 1, 1954 - June 26, 1957
January 1, 1951 - September 22, 1952

Brigadier General Richard L. Scott
September 23, 1952 - July 31, 1954

Colonel Morris Bush
June 27, 1957 - August 31, 1957

Colonel James O. Gross
January 1, 1968 - August 31, 1968

Brigadier General Edwin S. Wittbrodt
September 1, 1968 - August 31, 1971

Major General Larry M. Killpack
September 1, 1971 - June 9, 1974

Brigadier General Daniel B. Geran
September 1, 1954 - September 30, 1985

Brigadier General Mark J. Worrick
October 1, 1985 - June 30, 1988

Major General Charles D. Metcalf
July 1, 1988 - January 18, 1991

Brigadier General Edward Hopkins
September 1, 1957 - July 6, 1960

Major General Paul W. Scheidecker
July 7, 1960 - March 14, 1963

Brigadier General Thomas P. Corwin
March 15, 1963 - December 31, 1967

Major General Lucius Theus
June 10, 1974 - June 27, 1979

Major General George C. Lynch
June 28, 1979 - January 21, 1982

Brigadier General D. Lynn Rans
January 22, 1982 - August 31, 1984

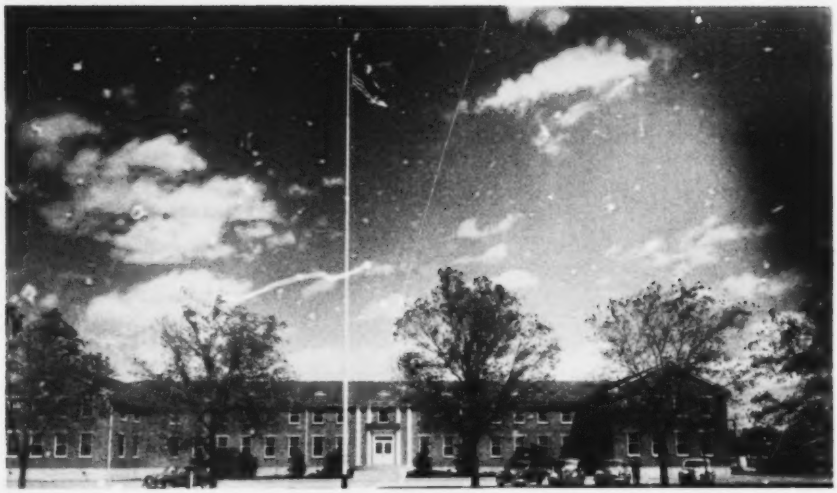
DEPUTIES

Conrad P. Peterson
1974 - 1980

John K. Scott
1980 - 1988

Bernard A. Gardetto, Jr.
1988 - 1991

HISTORY



When the former Army Medical Depot was designated the Air Force Finance Center on January 1, 1951 a legacy of excellence began that would span the next 40 years. The AFAFC history is filled with examples of creativity, initiative, and hard work by thousands of dedicated employees. The following pages reflect just a few of the hundreds of major accomplishments which characterize the spirit of AFAFC, the financial capitol of the Air Force since 1951.

When the Air Force was authorized as a separate service in September of 1947, Air Force accounting and disbursing functions were conducted at the Army Finance Center in St. Louis, Missouri. Shortly after the outbreak of the Korean War, the Director of Finance recommended to the Deputy Chief of Staff, Comptroller, HQ USAF, that the Air Force accounting and disbursing activities be separated from the Army Finance Center. Subsequently, the Secretary of the Department of the Air Force recommended to the Secretary of the Army that Air Force records and accounts be separated from the Army and that the Air Force take over its own disbursing and accounting activities. The Army agreed; and on December 15, 1950, the Air Force Finance Division was established and became a Separate Operating Agency, under the Chief of Staff. The former Army Medical Depot at 3800 York Street in Denver, Colorado, was designated the Air Force Finance Center (AFFC) on January 1, 1951, with Colonel John R. Gilchrist commanding. After months of extensive planning, recruiting, and training, the final separation from the Army Finance Center was completed and AFFC officially opened on July 31, 1951.

At the dedication, the first allotment check, drawn by the Central Disbursing Division, was given to the Denver Postmaster, Mr. Frank Pomponio. The new Center boasted 600,000 square feet of office space with plenty of room to house the more than one million pay records transferred by truck and plane from the Army Finance Center in St. Louis.

With the new Center, the Denver economy acquired a major new industry and an $11 million annual payroll. The Center had a staff of 62 officers and over 2,700 civilians–two–thirds of which were women. On April 1, 1957, accounting and finance functions merged at AFFC; and on September 1, 1957, the name was changed to the Air Force Accounting and Finance Center (AFAFC).

The Center provided for central allotments, but everything else was done manually. Air Force members were paid in cash by local payroll clerks and the lines were long. No one had ever heard of Direct Deposit. The computer was in its infancy, but Air Force personnel were always paid on time. Through the years, many innovations resulted from the ingenuity and perseverance of Center employees who were constantly looking for ways to work smarter.

The 1960's saw many innovations, beginning with AFAFC's first electronic data processing equipment–an RCA 501. New projects included the Communications Center/Command Post complex which tied directly to the worldwide Air Force communications network. The Center also assumed responsibility for the accounting of all Air Force Foreign Military Sales and began issuing U.S. Savings Bonds. In 1964 the Center began paying Reserve forces. The next year the Center added the National Guard to the payroll.

In January 1968 the Center completed its first centralized pay program to personnel assigned to Europe, and when Social Security numbers became the sole identifier for military personnel, AFAFC converted over a million accounts. Later that year, the Assistant Comptroller for Accounting and Finance position was established at AFAFC in Denver. The former Director of Accounting and Finance, HQ USAF, was reassigned and served as Assistant Comptroller for Accounting and Finance in addition to the Commander of AFAFC, responsible to the Comptroller of the Air Force. The combined missions remained unchanged, and AFAFC remained a Separate Operating Agency.

During the war in Southeast Asia, AFAFC's Directorate of Settlement and Adjudication (AJ) administered and maintained the military payroll accounts of all prisoner-of-war, missing-in-action Air Force members. By December 1972 the accounts numbered 1,033. After repatriation within a few hours of the returnees' arrival in the U.S., they were furnished a complete statement of their current financial status, including their leave balance.

The 1970's bought dramatic pay system changes. The centralized pay system added Southeast Asia to its program, and the Joint Uniform Military Pay System (JUMPS) project office was established. The first phase of the JUMPS system went into effect in 1971 when leave records for Air Force personnel were removed from 200 Consolidated Base Personnel Offices and were centralized at AFAFC. In December 1972, JUMPS became operational when approximately 13,000 Air Force pay accounts at Bergstrom AFB, Texas, and Clark AB, Philippines began being serviced directly by AFAFC. JUMPS became fully operational in August 1974 when the final 40,000 accounts were centralized on the IBM 360/65 computer. With the additional accounts, the pay records for 624,000 members at 125 bases were stored on AFAFC's computer.

The highlight of the 70's was the move from 3800 York Street to Lowry Air Force Base. The Corps of Engineers put out requests for bids on a new facility and Hansel Phelps Construction Company of Denver was chosen as prime contractor. The building, finished in July of 1976, was constructed at a cost of over $20 million and contained over 600,000 square feet. The Center and tenant organizations began their move to the new facility on September 1 and finished moving into the new building on September 13. The relocation involved 3,100 people and 26,000 pieces of equipment, making it the largest federal move in the state of Colorado at that time.

A contest was held to name the new building and the "Gilchrist Building" was chosen in honor of the Center's first commander. The new building was dedicated on September 30, 1976. Even though Air Force regulations restricted the display of more than one flag on an installation, AFAFC was able to gain a waiver and still proudly flys Old Glory! Permission was also granted to display the Colorado State flag as a permanent salute to Colorado's Centennial (1876-1976).

1977 was a very active year. SURE-PAY came into existence with members' pay going directly to their account at financial organizations. Under the program, checks could go either Direct Deposit (Air Force mailed checks to members' financial institution) or Electronic Fund Transfer System (EFTS). With EFTS AFAFC originated a unique plan, in cooperation with the Federal Reserve System and the Treasury Department, to use magnetic computer tape to create an electronic "paperless transfer" of pay.

In August 1977, Retired Pay began using the electronic funds transfer system to distribute pay to retirees. At that time over 59 percent of the active retiree accounts were part of the SURE-PAY program.

Key, Sword, Mountains in Center Seal Reflects Mission and Ideals of AFAFC

By George Dutton

Whenever Lena Martinez of QE looks at the AFAFC seal she can say, "I helped design it in 1951."

The Center was just seven months past its January opening that year when Col. D. E. Doddridge, chief of staff, sent a letter to all employees announcing a "Contest for AFAFC Emblem."

The letter said in part, "The emblem design should graphically illustrate Air Force finance functions to be representative of the mission of this Center and should also be related to the geographical location."

Three people shared honors as contest winners. They were Roy Diehl, who died in 1954, Duaine Bymaster, who resigned in 1956, and Lena Martinez, now employed in QE as a coding clerk.

In a letter of commendation to each of them, the Center's first commander, Brig. Gen. J. R. Gilchrist said that a new flag and emblem program required all organization flags to be of a uniform design and patterned after the Air Force flag. As a result, a panel of ten officers picked parts of each of the three designs and combined them.

The official description of the seal now reads: "The 13 stars represent the original 13 colonies. The blue is for the sky where all-over Air Force missions are performed. The golden key, emblematical of trust, integrity and custody, and with the sword emblematical of military authority and justice, are representative of the mission of AFAFC. The mountain range, emblematical of graphical vastness, is symbolic of the all-over program of AFAFC."

The AFAFC Seal

Today the Air Force continues to lead the way in EFTS with the Direct Deposit Program (the name was changed in March 1988). Participation in Direct Deposit and use of Electronic Funds Transfer currently runs at over 15,000 financial institutions. Participation rates have increased to 98 percent for active duty military, 87 percent for Air National Guard, 85 percent for the Air Force Reserve, and 91 percent for Air Force civilian employees. Annual savings have increased to $8 million. AFAFC's leadership in this program has saved millions of dollars over the years and greatly improved pay service and convenience to air Force customers.

Also, in 1977 the first consolidated Foreign Military Sales (FMS) billing statement was prepared and issued by the Security Assistance Accounting Center (SAAC), which included all FMS cases managed by all U.S. military departments. Currently SAAC accounts for more that 17,000 FMS cases (valued at more than $160 billion) with more than 130 foreign nations.

Beginning with the May 1978 payroll, the Air Force Retiree/Annuitant Pay System (RAPS) was implemented. This computer-based system was necessary to keep pace with the rapid growth of the Air Force retiree population. With only 14,000 accounts in 1951, Air Force retirees now number over 560,000. At the end of the decade AFAFC discussed the possibility of distributing civilian Leave and Earning Statements (LES) through the Base Information Transfer System (BITS) using the rationale that postal

services savings alone could exceed $700,000 per year. In May 1980 the civilian LES began being distributed through BITS.

Also, as the 1980's began, a task group was formed to work on a high priority project known as the Accounting and Finance Office of the Future (AFOOF). The name was changed to Comptroller Office of the Future (COOF) in 1985 and to Systems 2200 in 1987. The system was developed to assist Air Force financial managers by handling accounts payable and receivables, budget formulation and tracking and cost analysis. In 1990 AFAFC completed implementation of Systems 2200 at 126 locations worldwide.

The organizational structure of AFAFC expanded in the early 80's. The Directorate of Network Operations (DO) was established to help improve AFOs by interfacing with MAJCOMs, bases, the Air Force Manpower and Personnel Center, and other Air Staff activities. DO's traveling team visited numerous bases and MAJCOMs each year providing solutions to problems, training and expertise and staffed hundreds of topics and queries from field units.

Also, in the early 80's, the Directorate of Budget (AF/ACB) and AFAFC agreed to establish a budget support unit at AFAFC, and the Directorate of Comptroller Support was established to provide a direct link between the accounting and finance and comptroller communities.

The Retired Pay (RP) inquiry branch began the use of a toll-free line to provide better service to retirees and annuitants in the Continental United States. Soon after, toll-free lines were expanded to cover Alaska and Hawaii. To further improve customer service at the end of the 80's,

RP conducted a six-month test of a retired customer service program which sent retired pay technicians to five military installations with approximately 84,000 retirees living in the areas. The technicians answered questions pertaining to retired pay accounts, changes of address, Federal Income Tax withholding changes, and allotments. Today RP staffs 20 full time customer service representatives to cover 16 toll-free lines–averaging about 15,000 calls per month.

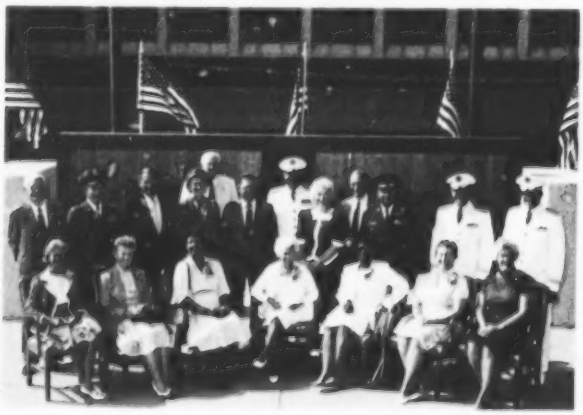
AFAFC has continually led the way in developing plans and systems that improve efficiency and provide better service. In 1983 the Joint Travel Regulation (JTR) was rewritten to include the philosophy of Flat Rate. In December of that year, Congress passed and the President signed the 1984 appropriations bill which authorized the Air Force and Defense Logistics Agency to test Flat Rate per diem on military and civilian personnel. In 1985 Flat Rate per diem was developed and implemented to simplify settlement of travel claims. The program established the framework for AFAFC's successful transition to Lodgings Plus for CONUS civilians. Later that year AFAFC completed worldwide implementation of the Automated Travel Record Accounting System (ATRAS), providing better internal controls and more accurate accounting and travel payment records. AFAFC also initiated the use of Diner's Club charge cards to minimize cash held by travelers and finance offices, reducing Treasury interest expense, and enhancing service to the traveler.

In 1984 HQ USAF/AC directed a feasibility study into the centralization of Air Force civilian payroll systems at AFAFC. The study was completed, and centralization of civilian pay was underway. The plan was twofold: first, modernize the existing, 21 year old, decentralized system, then follow on with implementation of a truly centralized system. After five years of intensive development and testing, two milestones were met in late 1990.

The modernization phase, known as the Air Force Standard Civilian Automated Pay System (AFSCAPS), was completed at all Air Force payroll offices. AFSCAPS vastly improved data processing standards and introduced new data automation techniques. The centralized system, known as the Centralized Civilian Pay System (CCPS) became a reality in November 1990, as it was fielded first at F.E. Warren AFB, Wyoming. CCPS is a totally new centralized system designed to pay all Air Force civilians, currently numbering 284,000, well into the next century. The system completely automates all functions including retroactive pay computation and retirement record keeping. CCPS is the only true centralized civilian pay system in the Department of Defense and will be the framework for a future departmental-wide application.

In December 1985 AFAFC was the first non-Treasury disbursing office to convert to new paper checks which are less expensive and more secure. Also, in 1985 new equipment and software were installed to eliminate labor-intensive processes. Included in the improved operation were a remittance processing system to expedite deposits to the Treasury, automated transfer of leave and earnings information to Air Force bases, software to maintain ZIP code data in pay systems, minicomputers that provide automated support for garnishments and separations, and micrographic equipment for processing pay and debt transactions.

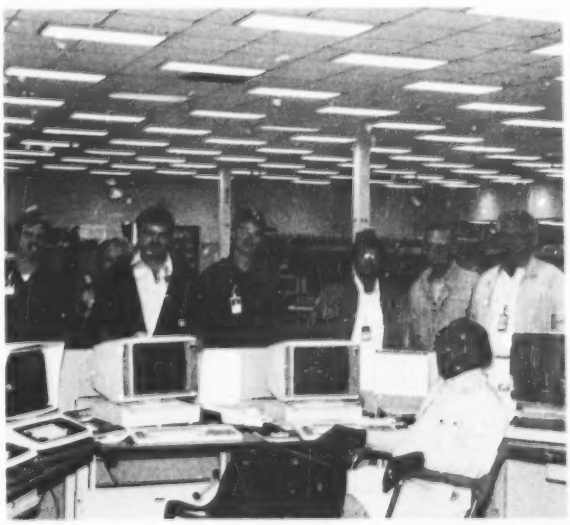
On July 31, 1986 AFAFC celebrated its 35th Anniversary. Past and present employees gathered to rededicate the Center and pay tribute to past commanders and AFAFC pioneers. The week's activities included a museum display social, golf tournament, and 50's day. During the Rededication Ceremony the AFAFC slogan "Serving with Honor . . . Honored With Trust" was announced. A Center family picnic wrapped up the celebration week.



Early in 1987 the Directorate of Communication-Computer Systems Customer Service Center became operational. By the end of the year the Service Center had logged 11,300 customer inquiries to the system with 99 percent problem resolution within 24 hours. The same year a state of the art robotic system was installed to handle and mount computer tapes. Artificial intelligence automated many of the manual processes, giving birth to a true "lights out" environment. Three new mainframe computers were installed, and along with supporting hardware, have resulted in doubling the total computer capacity and a 110 percent increase in on-line disk storage. AFAFC's computer operation is among the top five percent in size in the United States. In FY 90 funds were appropriated to build a much needed 85,000 square foot Computer Operations Center that would provide the necessary capacity for the expected future growth in information systems demand into the next century.

In 1988, a major travel pay accounting program was developed called the Voucherless For-and By-Other System. It eliminated the labor intensive sorting and mailing of an average of 300,000 hard copy travel vouchers each year. This system currently provides a $350,000 manpower and mailing cost avoidance each year.

In 1989 AFAFC embarked on three major projects to improve the facility with primary emphasis on energy conservation to improve the quality of the working environment. Faulty window glass panels were replaced and 52,600 square feet of window panels were reglazed, resulting in a seven percent reduction in heating and cooling costs. The 15-year old, 210,000 square foot roof was replaced, resulting in a 15 percent energy cost reduction. Replacement of ceiling lights and tiles will result in a 45 percent reduction in related energy costs, while substantially improving work area lighting. In 1989 plans were initiated for a new Logistic Support Facility, a 50,000 square foot mechanized warehouse and records maintenance structure with over one million cubic feet of storage capacity to replace three World War II vintage storage buildings.



In November of 1988 AFAFC and the U.S. Army Finance and Accounting Center initiated the Joint Service Software (JSS) project to standardize the pay systems for active duty and reserve personnel in both services using the Air Force Joint Uniform Military Pay System (JUMPS). The Army quickly recognized the advantages of the Air Force system and together both services began an all-out effort to make the change. Implementation began in 1990 and at its full conversion in 1991, JUMPS will pay over 2.5 million airmen and soldiers, making it the largest payroll system in the free world.

A Health and Wellness Center was created in April 1989 to support the needs of AFAFC's 2,000 civilian employees. Staffed by two full-time Public Health Service nurses, the Center provides numerous health services and educational programs. By the close of 1990, the Center has served more than 8,000 clients.

As the Air Force Accounting and Finance Center transitions to the DOD Defense Finance and Accounting Service, Denver Center, it completes a 40 year span of dedication to excellence in service to the men and women of the United States Air Force. AFAFC has been a dynamic center of excellence for four decades. Creative thinking, dedication and hard work by thousands of past and present employees have made AFAFC the leader in military financial activities.

SPECIAL THANKS TO

JACKIE SEMSACK,

PENNY ROSSETTI,

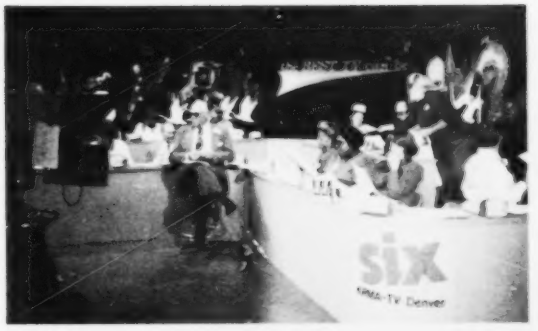
HARRY DOYLE,

AND

WANDA McCLUNE

THESE FOUR EMPLOYEES HAVE SERVED AFAFC SINCE THE BEGINNING. THEIR COMMITMENT AND RESOLUTION HAVE MADE AFAFC WHAT IT IS TODAY–AND HAS BEEN FOR THE PAST 40 YEARS–A TOP QUALITY ORGANIZATION, SERVING THE AIR FORCE WITH PRIDE AND DEDICATION.

MEMORIES . . .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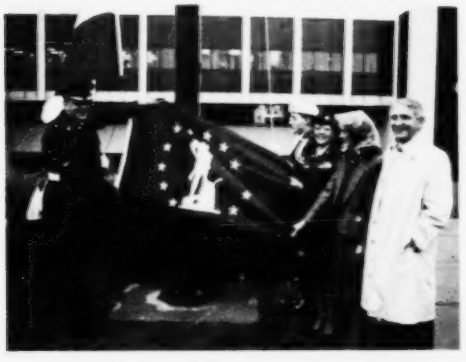

AWARDS

Air Force Organizational Excellence Award
For Period November 1, 1988 - October 31, 1990
Presented January 18, 1991

Air Force Organizational Excellence Award
For Period January 1, 1985 - December 31, 1986
Presented September 1, 1987

Air Force Outstanding Unit Award
For Period October 1, 1980 - September 30, 1982
Presented March 30, 1983

Air Force Outstanding Unit Award
For Period January 1, 1971 - September 30, 1978
Presented February 21, 1979

Serving With Honor . . . Honored With Trust